

MEMORANDUM FOR COMMANDERS AND DIRECTORS, HQ FORT MONROE

SUBJECT: Fort Monroe Garrison Commander's Training Guidance 2007

1. REFERENCES.

- a. Installation Management Agency (IMA) Training Guidance (Draft) 06-07
- b. AR 350-1, Army Training and Education, 13 January 2006
- c. FM 7-0, Training the Force, 22 October, 2002
- d. FM 7-1, Battle Focused Training, 15 September, 2003
- e. AR 525-13, Antiterrorism, 4 January, 2002
- f. AR 600-20, Army Command Policy, 7 June, 2006
- g. FM 5-19, Composite Risk Management, 21 August, 2006

2. PURPOSE. This training guidance outlines the Fort Monroe training priorities to assist Commanders and Directors in preparing their FY 07 training plans. This guidance supplements IMA (DRAFT) Annual Training Guidance 06-07.

3. APPLICABILITY. This training guidance is applicable to all personnel assigned to units/organizations that are under the command and control of the Fort Monroe Garrison Commander.

4. FORT MONROE'S MISSION. Provide quality base operations support for National Defense Agencies while preparing the Fort Monroe Community for the future.

5. COMMANDER'S INTENT. Battle focus is equally applicable to Table of Distribution and Allowances (TDA) organizations (Para. 319, FM 7-0, page 3-6). In the case of garrison organizations, our Mission Essential Task List (METL) is based primarily on operational activities, and contingency mission planning and execution. Our ability to perform our METL tasks to standard is as critical to us as it is to tactical units in the field. In our business, the availability of training time can be a challenge. By synchronizing or combining training requirements, we can capitalize on available resources, meet higher headquarters directed training requirements, and still accomplish

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our daily business. Combining major yearly training requirements can be both economically beneficial and enhance the realism of the training. Commanders must enforce the locking in of short-range planning IAW FM 7-1. This will provide increased predictability in the lives of our Soldiers and civilian employees.

6. METL. The Fort Monroe METL is as follows:

- a. Provide for Installation Command & Control.
- b. Protect the Force.
- c. Provide quality Base Operations Support.
- d. Provide quality of life and well-being for Soldiers, families, and DoD civilians.
- e. Ensure Historical/Environmental preservation of Fort Monroe.
- f. Sustain Installation Infrastructure.
- g. Promote community relations.

7. VISION STATEMENT. Transition Fort Monroe while sustaining Department of Defense Agencies in support of National Security.

8. ORGANIZATIONAL TRAINING PRIORITIES AND MAJOR TRAINING EVENTS FOR 2007. Force Protection (FP) will always remain a high priority in this command. In order to maintain and fortify our force protection capabilities, we must conduct continuous FP vulnerability assessments and awareness training. Fort Monroe must have a sound program for the training and sustainment of FP skills for all military and civilians who have FP responsibilities. We must develop and exercise contingency plans which include worse case scenarios. IAW Regulation AR 525-13, Fort Monroe will conduct comprehensive FP exercises which involve every aspect of the installation's plans in order to validate their effectiveness. Fort Monroe will continue working with local emergency responders and our tenant organizations to develop a cohesive and solid plan in the event of an emergency. In addition to the threat of a terrorist attack, Cyber Terrorism poses a real and feasible threat that is not to be taken lightly. Compromising of electronic systems, no matter how insignificant, could have catastrophic consequences for our

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installation. We must ensure that the safeguards that are currently in-place are tested, evaluated and if necessary improved upon.

9. INDIVIDUAL TRAINING PRIORITIES.

a. Military:

(1) Every Soldier, regardless of rank, duty position or MOS, is expected to be a Warrior. A Soldier's primary mission is to fight for and defend the United States of America and everything good and right for which our country stands. In keeping with that primary mission, commanders must ensure that every Soldier within their command is properly trained and constantly maintains the physical and mental skills to meet and defeat any enemy, anywhere, under any circumstances, and at any time. Commanders, Command Sergeants Major and First Sergeants will ensure individual Soldier development plans are designed and put in place to help our Soldiers move forward. Our senior leadership must also provide mentoring to train and guide our junior Soldiers.

(2) MOS Qualification and Proficiency: Soldiers trained through Advance Individual Training (AIT) or One-Station Unit Training (OSUT) may not have been trained on all skill-level 1 tasks necessary for their duty positions. NCOs new to units or coming from non-MOS specific duty positions may need refresher training on critical MOS leader tasks. Officers coming from the officer basic course may require additional training to become proficient at critical leader tasks. When analyzing their unit METL and supporting collective tasks, leaders must identify critical individual and leader tasks that require initial or additional training. Commanders will ensure that necessary training is completed to standard and recorded in unit databases and leader books.

(3) Low Density MOSs: Sustaining low-density MOSs is exceptionally challenging in the full/tailored garrison environment. For these Soldiers, senior NCO leadership must make maximum use of the Army Correspondence Course Program (ACCP), Distance Learning Centers, contracted training, Army Elearning <https://usarmy.skillport.com/>, and institutional training.

(4) Officer Professional Development (OPD) and Noncommissioned Officer Development Program (NCODP):

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(a) Commanders will design OPD programs to build and reinforce the warfighter spirit. Training programs will ensure subordinates are capable of assuming higher levels of responsibility and performing the duties of their immediate senior leaders. OPD programs must be well-planned special training events, presented in a professional manner.

(b) NCODP programs will be designed with the same goals of training and preparing a strong NCO corps capable of exercising higher level leadership skills and responsibilities. NCODP programs will likewise be planned and presented in a highly professional manner.

(5) Institutional and Professional Education: Soldiers, NCOs and Officers must take advantage of every opportunity to attend professional education courses and NCO development courses.

(6) Weapons Qualification: Every Soldier assigned to Fort Monroe must qualify annually with their assigned weapon. Commanders must ensure that good Basic Rifle Marksmanship (BRM) training is conducted before the Soldier gets on the range. Leaders must make maximum use of simulators (when available) and hip-pocket training opportunities.

(7) Common Task Testing (CTT): All Soldiers E-7 and below will be complete CTT annually. Skill level 2-4 tasks will be tested for all Soldiers in the appropriate grade/skill level. Common Task Training and Testing can be integrated into other training. All CTT testing results will be documented in both the units' training files/database and in Leader Books.

(8) APFT: The APFT is conducted twice yearly IAW FM 21-20.

(9) Common Military Training: AR 350-1 Appendix G outlines the mandatory Common Military Training required Army-Wide in all organizations.

(10) Sexual Misconduct Prevention Training: Sexual assault is a violent crime that has no place in our Army. It is incompatible with our Army values and our standards of professionalism and discipline. Every member of our team deserves to be treated with dignity and respect. Commanders will execute all three phases of the Sexual Misconduct Awareness Campaign, and will incorporate sexual-assault prevention training

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into individual training. Use this program to reinforce our continued commitment to the well-being of our force.

(a) Phase I, Prevention. The most critical phase is prevention. Commanders will conduct effective and meaningful preventive sexual harassment training semiannually as prescribed by AR 600-20, 6-15.

(b) Phase II, Crisis. Commanders must train their Soldiers on how to react after an incident. Additionally, all Soldiers must be aware of victim's rights and leaders must understand the critical significance of providing immediate medical treatment and support to every victim. Leaders must know the victim advocate agencies, both at home station and when deployed. Commanders must train their leaders to execute a "battle drill" that includes assessing the victim, protecting the victim's privacy, protecting the crime scene, making notifications, and subsequently ensuring the victim is fully supported by victim advocate agencies.

(c) Phase III, Recovery. As part of the unit-training program, both Soldiers and leaders must be trained on the processes to interface with both legal and medical (mental and physical) organizations necessary to complete the victim's recovery.

b. Civilian:

(1) The civilian workforce within Fort Monroe is critical to the continuity and success of the mission. We must assess the training needs of our employees. Supervisors will develop and maintain an individual training plan on each employee. The following website has tools to assist supervisors in this (<http://cpol.army.mil>). At this site there is a link to the Army Civilian Training, Education and Development System (ACTEDS) where many of the Career Management Fields (CMF) information are already developed. Commanders and Directors will ensure that every employee is encouraged to seek out the means to increase their personal and professional development. Individual Development Plans (IDP) will be used to record, track and support the growth and development of our civilian employees. The IDP is a contract between the employee and his or her supervisor. Within mission requirements and resources, I expect that contract to be fulfilled.

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(2) Established performance goals for all our civilian employees are essential to executing our METL. I expect each civilian employee to have agreed performance standards against which performance can be reassured.

(3) The Director, Civilian Personnel Office (CPAC) will make every effort to identify required training programs for individual groups (supervisors/managers/employees) or types of employees and will endeavor to have qualified trainers conduct the required training locally. CPAC personnel will ensure they provide assistance and sources of information to help guide our employees down the road to further professional growth.

(4) Individual employees must ensure that they seek out training to increase their skills and job proficiency and provide for their continued advancement. In addition to discussing advancement issues with their supervisor and local CPAC, individuals should review the many courses and training opportunities that are listed on-line at the Army Elearning website at <https://usarmy.skillport.com/> .

(5) Directors and supervisors will also endeavor to provide opportunities for our civilian employees to maintain a healthy and friendly workplace. Encourage your employees to participate in community programs and think of their health and readiness as you do your Soldiers. Set the example whenever possible.

(6) I expect particular emphasis in 2007 on civilian training. I charge the CPAC to make known to the workforce the full range of civilian training available and, where possible, to bring that training on location. I also expect maximum attendance of civilians within mission and resource constraints at formal training such as the Foundation Course (FC), the Basic Course (BC), the Intermediate Course (IC) and the Advanced Course (AC).

10. SAFETY AND RISK MANAGEMENT.

a. Training and safety go hand in hand. Safety risk assessments and environmental risk assessments are conducted during the planning phase of training to ensure the training is realistic, yet does not exceed an acceptable level of risk, cause unnecessary environmental damage, or violate environmental legal restrictions. Leaders responsible for training will use the five-step risk management process outlined in FM 5-19, Chapter 1.

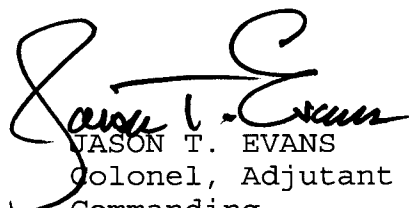
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Safety and environmental assessments are continual and will be conducted during all phases of training development, implementation, and evaluation. Risk management will be integrated into the training development process and will be employed in training planning and delivery. Risk management is not only important in training operations but is equally important in every aspect of day to day activities and is therefore the responsibility of every individual military and civilian. To ensure understanding, I will require all Soldiers and civilians complete the online **Composite Risk Management Basic Course** via the US Army Combat Readiness Center website <https://crc.army.mil/commanderscorner/index.html> .

b. Commanders and Directors will execute the seasonal and holiday safety campaigns as vigorously as they execute their daily missions. They will ensure their Soldiers and civilians complete all seasonal safety campaign training requirements. We cannot afford to lose critical Soldier or civilian time to preventable accidents during the ongoing Global War on Terrorism (GWOT).

11. CONCLUSION. We are an Army at war. Those of us in the BASOPS community must continue to play a vital role in the GWOT by providing support, Force Protection, and providing for the well-being of Soldiers and their families. We must maintain a trained and ready team of civilian and military personnel who can competently manage the expected and possess the confidence to handle the unexpected. Confidence results from well trained individuals working together as a team to accomplish a common goal. Treat every training event as if it were real a world situation. In all that you do, you must exemplify the Soldier's Creed and the Civilian Creed at all times. Remember, you serve the people of the United States and live the Army Values.


JASON T. EVANS
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Commanding